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ABSTRACT

This annual report from the American School Food Service Association (ASFSA) uses movie language to report progress on 1997-98's "Creating Healthy Tomorrows" plan, which was part of a larger strategic plan for 1995-98. The report claims that a film clip of highlights of 1997-98 would "preview" three new professional development programs; "feature" governance recommendations that position the Association for the new millennium; "highlight" record revenue for the Annual National Conference and the publication "School Foodservice & Nutrition"; offer a "sneak peek" of an innovative cafeteria-classroom project intended to build awareness of world hunger; "recall" a National School Breakfast Week media blitz; and "showcase" the first Administration reauthorization proposal in 20-plus years that did not cut funding. Sections of the report, which discuss ASFSA's activities in detail, are: (1) "'The Right Stuff': Professional Development"; (2) "'Stand by Me': Member Services"; (3) "Good Buzz: Public Awareness"; (4) "[Extra]'Ordinary People': Membership and Governance"; (5) "'Field of Dreams': Positioning for the Future"; and (6) "Box Office Receipts: Financial Report." (EV)

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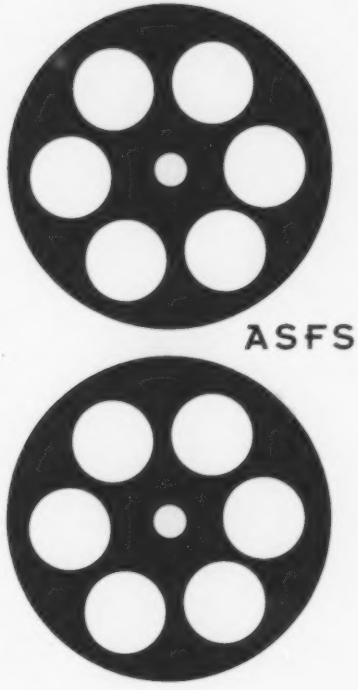

# ASFSA's "Reel" World, "Reel" People, "Reel" Even

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## A BLOCKBUSTER YEAR
### The Directors' Cut

Last August, ASFSA began the year with the goal of *Creating Healthy Tomorrows*. The 1995-98 Strategic Plan was our working script. And it's been a smooth production, coming in under budget, with solid box office receipts and, most importantly, great reviews! In fact, we'd like to declare (without wanting to appear boastful) that it's been a year of "Titanic" achievement!

If we could capture this year in a short film clip of highlights, it would *spotlight* the vast improvements made to The ASFSA Connection. It would *preview* three new professional development programs. It would *feature* exciting governance recommendations that position the Association for the new millennium. It would *highlight* record revenue for the Annual National Conference and *School Foodservice & Nutrition*. It would offer a *sneak peek* of an innovative cafeteria-classroom project that will build awareness about world hunger. It would *recall* an exciting National School Breakfast Week media blitz. It would *showcase* the first Administration reauthorization proposal in 20+ years that didn't cut funding. Actually, our highlight tape wouldn't be a *short* film clip, at all!

This year also marks the completion of ASFSA's first three-year Strategic Plan. While the Plan's ambitious agenda of goals and objectives provided the Association with an abundance of specific challenges and opportunities, it also gave us direction and inspiration. And how gratifying to look back and check off each completed goal—done, done, done, done—and know that we've moved the school nutrition profession forward.

Let's roll tape on just a few of these objectives and subsequent achievements:

- *Establish a positive perception of school foodservice and nutrition programs.* ASFSA launched a national public awareness and education campaign; built partnerships with allies in the school community; developed recognized standards for operational excellence; and initiated, developed or participated in numerous other targeted activities.

- *Advocate national policy to expand and enhance child nutrition programs.* Record numbers of attendees at the past three Legislative Action Conferences tell only part of the tale. ASFSA prevailed against a block grant threat; successfully fought to pass

legislation for reasonable and *workable* regulations that improve school nutrition programs; and developed better working relationships with legislators and government administrators.

✯ *Provide professional development resources to increase nutrition, business, culinary and food safety skills.* In addition to launching several education programs, ASFSA revamped its certification program, launched a credentialing program and developed a peer-review system to help members assess their operations against national standards.

✯ *Become the primary resource for state-of-the-art information for the school foodservice marketplace.* Through The ASFSA Connection and public Website, *School Foodservice & Nutrition* and the newly renamed *Journal of Child Nutrition & Management*, ASFSA is **the** expert resource in this industry.

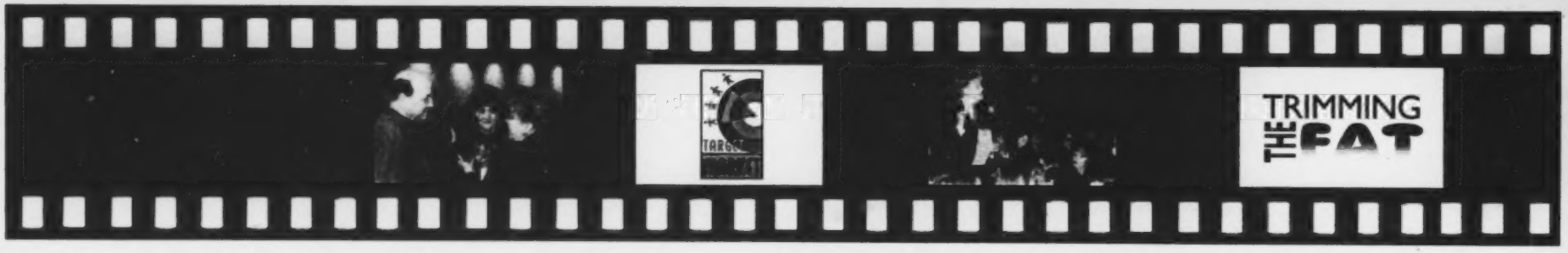
So, is this "As Good as it Gets"? Of course not. For more than 50 years, ASFSA and the school nutrition profession have pushed continually forward, growing and improving. And we will continue to set our sights on reaching higher goals and establishing new standards in future years. As this year draws to a close, we turn our attention to the objectives of a new three-year Strategic Plan. But we also will be able to *Celebrate Healthy Successes* in 1998-99 because we've worked so hard this year—indeed, for the last three years. There were no stunts. No special effects. Just a lot of quality work by a dedicated crew of volunteers and staff. We give everyone a ★★★★ rating! You've helped make our tomorrows look very healthy indeed!

Melinda Turner

Melinda S. Turner
President

Barbara S. Borschow

Barbara S. Borschow, C.A.E.
Executive Director

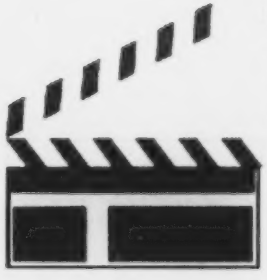



## "THE RIGHT STUFF" Professional Development

You can have a sure-fire script, an appropriate budget and people who are dedicated to the project. But if your crew doesn't know how to operate the camera or your director doesn't understand how to manage the cast, your film likely is doomed to failure.

School nutrition professionals also need the proper training and tools if they are to be responsible for *Creating Healthy Tomorrows*. They need to be proficient at their jobs in order to enhance the programs, meals and services they offer. And they need access to up-to-date information that helps them maintain this proficiency.

ASFSA strives to provide its members with a host of professional development resources. This commitment expanded during 1997-98.



From articles in *School Foodservice & Nutrition* to targeted skill workshops to education sessions at the Annual National Conference, school foodservice professionals had a wide variety of growth opportunities to choose—and learn—from this year.

## "THE GRADUATE"

Movie success is measured by a combination of box office sales and positive reviews by critics. When a film is a bust, the producers go back and analyze the elements: Did we have the right script/director/actors? What was the competition like? Was it marketed properly?

The same can be said of school foodservice programs. Success is measured largely by student participation—usually representing a combination of strong sales and positive reviews. When it's not working, operators need to go back and analyze the elements: Did we have the right menu mix? Was the food tasty and nutritious? What was the competition like? Was the meal program marketed properly?

This is where ASFSA's education programs come in. Top on the list is **Keys to Excellence: Standards of Practice for Nutrition Integrity**, a self-assessment tool that allows operators to measure how they meet a long list of operational standards for success. This year, **Keys** was released on CD-ROM. Using this kind of cutting-edge technology will help widen the use of **Keys** in local districts around the country.

The School Food Service Foundation also has worked to expand ASFSA's educational program offerings, basing them on a Key Skills Curriculum that allows school nutrition professionals to target specific areas for improvement. Each Foundation education program meets at least one core competency of **Keys to Excellence**. The Foundation initiated several new programs in 1997-98.

☆ **Serving It Safe—A Manager's Tool Kit** was developed and produced by the U.S. Department of Agriculture's (USDA) Food and Nutrition Service agency in 1996. Through a grant from the National Dairy Council, the Foundation is marketing and promoting the distribution of this valuable safety and sanitation skills program, and has developed a companion workshop, which will debut at this

year's Annual National Conference.

✰ **Now You're Cooking: Healthful Options for a New Century** is a new program designed for kitchen/production staff and managers, offering creative approaches to recipe modification and menu "thinning," through a variety of methods, including the use of USDA commodities. It is funded by a grant from the California Prune Board.

✰ The Foundation also has been busy this year generating an all-new **Healthy EDGE 2000**, with grants from Dannon and the National Dairy Council. **Healthy EDGE 2000** will be a completely redesigned Dietary Guidelines training program.

The Foundation and ASFSA continue to enjoy success with established professional development programs: **Target Your Market (TYM)**, **Trimming the Fat** and **Meeting the Challenge**. (And that success reaches beyond the school foodservice profession: The TYM Bull's-Eye Winner Video won the 2nd place Award of Distinction in the Communicator Awards program.) The Foundation continues to enhance all these programs in different ways:

✰ Development is near completion of a TYM Managers' Module, specifically designed for individual school managers to address such issues as marketing and communications.

✰ **Trimming the Fat** was revised to incorporate the most current grains/breads instructions and the final yogurt rule. In addition to the current workbook and software, the Foundation premiered an Internet version last summer.

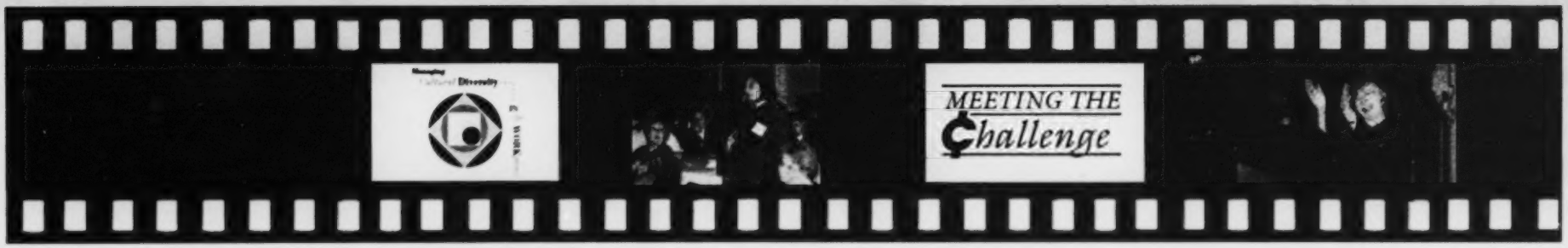
✰ Companion software for **Meeting the Challenge** is in its final stages of development, and, pending testing, is expected to be available in 1998.

The Foundation also continues to administer five financial aid programs, allowing school foodservice operators to continue their education through other avenues.

## "THE GREATEST SHOW ON EARTH"

NYU and USC arguably are the finest film schools in the country. But there's no debate about where school nutrition professionals should turn for high-quality education and networking: ASFSA's annual meetings.

✰ Industry Seminar was held a month early this year, and despite being sandwiched between Thanksgiving and Christmas, the conference boasted near-record attendance. Host city San Francisco certainly was a draw for participation, but it was quality presentations, provocative breakout sessions and numerous peer-exchange opportunities that had



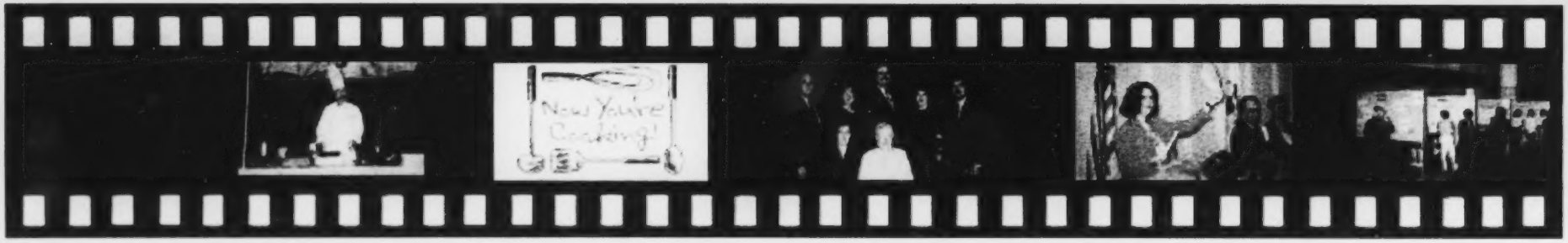

attendees giving the meeting an enthusiastic "thumb's up" approval. The conference theme was "Addressing Today's Issues for Tomorrow's Success." And by taking a cue from San Francisco's landmark Golden Gate and Bay Bridges, participants learned that the most important key to future success is in working together, *building bridges* between operators and industry, across gender lines, through cultural differences and to the 21st century.

☆ Participants at this year's annual Major City & District Directors/Supervisors meeting reaped the benefits of a single-topic focus on workplace diversity, as well as the expertise of a highly regarded professional trainer who designed and facilitated the entire program. With both general and breakout sessions devoted to the complex issue of diversity, attendees were able to gain greater understanding of its present and future impact on business, foodservice and education. An ASFSA diversity "tool kit" provided all attendees with a variety of activities and resources to use in training staff back home.

☆ There'll be no takin' it easy in the Big Easy this July. At press time, the program for the 52nd Annual National Conference promised a non-stop schedule. General sessions will be graced by an impressive lineup of keynote presenters: *Today Show* Weatherman Al Roker, USDA Undersecretary Shirley Watkins and inspirational speakers Liz Curtis Higgs and Dr. Janet Lapp. Attendees will be able to choose from more than 75 education sessions in eight different categories: association leadership, administration, communications/marketing, international, nutrition, operations, personal development and technology. Several preconference training sessions, as well as regional networking meetings, poster sessions and technology and culinary demonstrations are among the other professional development opportunities on tap at this year's ANC.

*Creating Healthy Tomorrows* is a big production, and it takes support from those outside of the primary cast and crew to be truly successful. School foodservice professionals require help from legislators, government officials and industry to achieve their goals.

The annual Legislative Action Conference (LAC) is one valuable opportunity for ASFSA members to educate representatives on Capitol Hill and other decisionmakers in the federal government about what Washington can do to clear the way for school foodservice success. This year, the focus was on reauthorization, and featured a mutual give-and-take education between participants and lawmakers. Several legislators—as well as key congressional staff members and child nutrition advocates—spoke about




the lobbying process and the current climate in Congress. Meanwhile, LAC attendees spent an active day on Capitol Hill, meeting with legislators or staff and educating them as to ASFSA's legislative priorities for reauthorization *(see page 10 for more details about this year's LAC)*.

ASFSA also works to help the foodservice industry understand the needs of school customers. This year, it held two intensive workshops (one at Industry Seminar, the other at ANC in Orlando) on "Selling to the School Market." Each workshop provided a basic primer on regulations, procurement policies and trends.

## "SENSE AND SENSIBILITY"

*Premiere* magazine and *Entertainment Weekly* may report on the movie biz and buzz, but no one covers the school foodservice profession like *School Foodservice & Nutrition*. And that's no idle boast, but the concrete result of an independent reader survey conducted last winter.

The majority of readers responding to the survey report that *SF&N* is "extremely useful" or "useful" to them in their work. Equal numbers of readers report that in the last two years, *SF&N*'s value to them has either increased or remained the same (both 42 percent). A vast majority say they clip, copy or save articles; call an article to the attention of a colleague; or adopt a new process or modify a procedure because of an article. And, 70 percent of readers say that if they could only choose one industry publication, *SF&N* would be their pick *(see page 14 for more details)*.

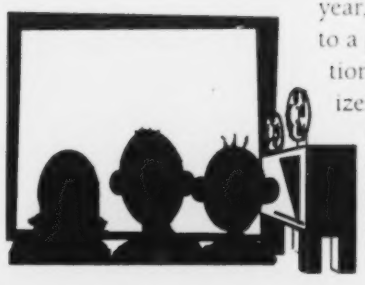
In 1997-98, *School Foodservice & Nutrition* features and departments provided numerous professional growth information on a wide array of topics, from site-based management and workplace diversity to branding and vending strategies; and from cafeteria renovation and technical innovation to breakfast and lunch promotional ideas. And because advertising pages—and revenue—increased this year, so did editorial. The opportunity to expand the size of the magazine meant that readers had an average 10 more pages each issue of valuable insights and innovations.

This year, ASFSA said good-bye to *School Food Service Research Review*—but at the same time welcomed in *The Journal of Child Nutrition & Management*. It's a new name for an improved publication, one that better reflects the energy and professionalism of school foodservice. The renamed journal continues to offer its readers the latest research developments that help guide the way for program improvements.

## "STAND BY ME" Member Services

At the end of a movie, as the credits roll by, most people leave the theater after the cast list is completed. But what about the unsung work of the gaffer or the grip? The hairdressers? The caterers? The personal assistants? Recognition of their work is posted—although not widely applauded.

While professional development programs may have the highest visibility of ASFSA's member services, there are many other Association activities that support the work of school foodservice professionals. One of these is the ASFSA Emporium. For years, the Emporium has offered a variety of merchandise, from jewelry to promotional materials to professional publications. This year, the Emporium was outsourced to a private, Georgia-based organization. The company, Trexco, specializes in developing promotional products for associations. This move provides several advantages for ASFSA members, including:



- ☆ a greatly expanded product line;
- ☆ cost savings to customers;
- ☆ improved service; and
- ☆ custom product development for state affiliates and large local districts.

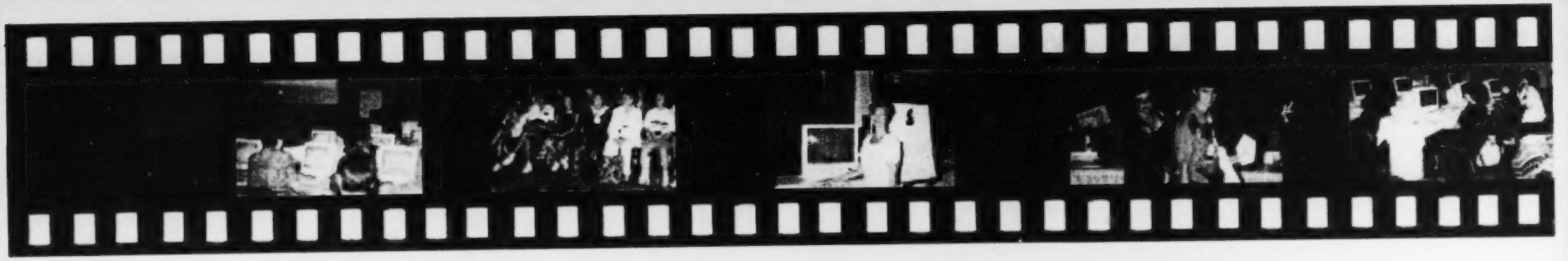
## "BACK TO THE FUTURE"

Another service becoming popular with many Association members is ASFSA's Website (http://www.asfsa.org) on the Internet. Many movies of the last 25 years have portrayed a future where humans take technical marvels for granted. Well, the future is now. The last year has seen a virtual explosion in Internet use—across all industries. Increasingly, the American public is not only using, *but relying on* the Internet to shop, to read news, to conduct research and to communicate with others. It's no longer amazing what you can find on the Web—what's more amazing is what you *can't* find.

ASFSA recognized this trend early, and was online four years ago. But our first online communications source was not Web-based; it had no graphics; it was exclusive to subscribers; and it was very expensive. Today, ASFSA boasts both a public and private site on the Web—and what you'll find in both sections may surprise you. And most of the improvements you'll see—and some you won't—were developed and completed within the last year. What's new? Here's a sampling:

☆ *Lower cost.* ASFSA reduced the fee for Connection subscribers by $100. New subscribers pay an annual fee of $49 for exclusive information. And non-subscribers can benefit from the many items placed on the Association's public pages. ASFSA has moved all of its Web management responsibilities—including design, subscriptions and renewals—inhouse, which helps to streamline expenses and speed updates.

☆ *Bright, professional graphics and an easy-to-use format.*



Visitors to the site can navigate easily from one page to another to find the information they need. Color photographs and logos help make the site inviting and professional.

☆ *Timely information.* Something new is added to the Connection nearly every single day, making regular visits a must.

☆ *Meetings assistance.* Misplace your copy of the ANC preview guide? Want to learn more about the host city of a meeting? Ready to register? You can do it all on the Connection. Even prospective exhibitors can check out a floor plan of the Hall in advance. And if you missed a meeting, daily summaries, including photos and, in certain cases, audioclips, are posted *during* the conference.

☆ *Online peer exchange.* The Connection currently hosts three discussion groups maintained through e-mail listservs. Through these discussion groups, subscribers who share similar concerns can e-mail one another to exchange information and to network.

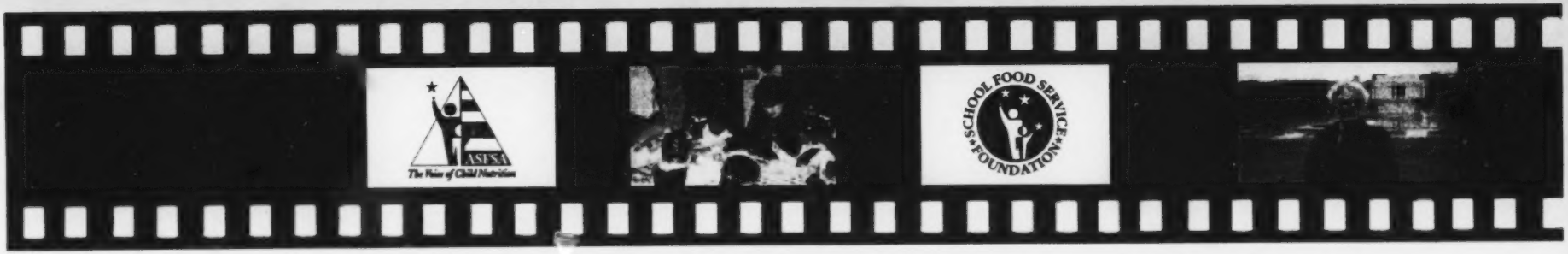
☆ *Resources.* Subscribers will find a wide variety of links to USDA sites, foodservice companies and district school foodservice programs. In addition, users can download application forms for ASFSA awards programs, a handbook for state leaders and ASFSA newsletters. Subscribers will find nutrition education resources from ASFSA, the School Food Service Foundation, the National Food Service Management Institute and Team Nutrition. They also can access directories of member processors, state directors, state presidents and more.

## SPECIAL EFFECTS

Today's technological wizardry has transformed the art of filmmaking. Dinosaurs come to life; today's actors are inserted into footage from yesterday, interacting with historical figures; and things we can only guess about for the future become real. Technology has helped to improve ASFSA's member services as well.

The ASFSA Connection is the most obvious example of applied technology. Another is new exhibitor software that allows the meetings department to create a virtual Exhibit Hall floor on the computer. Not only does this enhance effective booth assignments at headquarters, but the software also is posted on the Connection, so that current and prospective exhibitors can better plan and design booths that will dazzle ANC attendees.

In addition, the latest in presentation software allows ASFSA leaders and staff to create more professional slides and illustrations for meetings. Also, database and network technology improvements speed processing and serving of member requests, renewals and updates.




## GOOD BUZZ
### Public Awareness

In Hollywood, buzz is everything. Good word-of-mouth about a movie is more valuable than a multi-million-dollar advertising campaign; bad buzz can kill a movie's chances even before it is released. School foodservice advocates know this reality all too well. For years, they've waged a long, uphill public relations battle against negative stereotypes about school meals. This year, ASFSA stepped up its campaign to promote better awareness and understanding about the quality of school meals and the professionalism of the school foodservice staff.

The first step was an update of ASFSA's corporate look and colors. The new logo replaces the 25+-year-old honeycomb. It is based on a pyramid in reflection of the Food Guide Pyramid and the commitment of school foodservice professionals to provide nutritious meals to America's school children. A tag line—"The Voice of Child Nutrition"—emphasizes ASFSA's role as the expert resource for school-based nutrition programs.

The School Food Service Foundation also updated its look, with a companion logo.

### "LOOK WHO'S TALKING"

With everyone in Hollywood seeming to have their own publicist, it would seem that the true industry there is "the spin." But there's a real lesson to be learned: You can't counter negative stereotypes or publicity without aggressively marketing your own message. That's why the first objective of the 1995-98 Strategic Plan was to create a national campaign to generate a positive public perception of school foodservice and nutrition programs. And it's why the School Food Service Foundation's endowment campaign, **Invest in US**, was designed to raise funds to support a comprehensive public education and awareness plan.

This public awareness campaign went into full swing in 1997-98. Recognizing that every September (without fail) local media run school-related stories, ASFSA introduced its first Back to School media outreach program. As part of the campaign, 30 of the nation's top newspapers received press kits; a press release was sent to an additional 400 papers; and special video footage highlighted what's new in school foodservice and was available via satellite to television news programs.

Many high-profile media outlets picked up the story. For example, positive and informative articles appeared in *The New York Times* and *The Washington Post*. One ASFSA member was interviewed on the TV Food Network, and ASFSA's director of nutrition and education was interviewed by CNN; the clip aired several times on the cable news network, as well as being picked up by broadcast network affiliates around the country.

This effort was reinforced a month later, during National School Lunch Week (NSLW), when schools around the nation observed the second annual "Take Your Family to Lunch Day." Once again, this event enjoyed great success, with more than 200 schools participating.

Schools were encouraged to create an event that fit their needs and schedules—some chose to invite guests all week long, others held a single-day event. In certain districts, breakfast was the occasion, while others celebrated in a school-wide, parents' night event. Many ASFSA members reported that their local media covered NSLW this year.

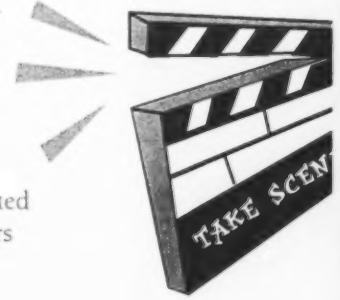
Building on this success, ASFSA teamed with the National Dairy Council this year to promote school breakfast during National School Breakfast Week (NSBW). Efforts included:

- ✰ development of a 32-page packet of promotional materials (including key messages, radio scripts, press releases and fact sheets) that was distributed to more than 5,000 district directors and supervisors, as well as state directors, state presidents and state executive directors;
- ✰ a two-page advertorial published in *Sports Illustrated for Kids*;
- ✰ production of a "canned" article on the importance of eating breakfast, which was sent to food editors at the nation's top newspapers;
- ✰ production and distribution of a video news release; and
- ✰ a satellite television and radio media tour during NSBW with Dr. Mom (Dr. Marianne Neifort), a nationally known and respected pediatrician.

A press event was part of the NSBW media blitz. ASFSA was joined by the National Dairy Council, American Dietetic Association and the Kellogg Company at a Washington, D.C., elementary school. A panel of leading child nutrition advocates—including USDA Undersecretary for Food, Nutrition and Consumer Services Shirley Watkins, ASFSA President Melinda Turner and researchers from Harvard Medical School—spoke on the importance of school breakfast. Following the panel, Melinda Turner was interviewed by NBC News. Overall, ASFSA estimates that the successful campaign reached more than 62 million people.

Another component of ASFSA's public awareness and education plan was the creation of black-and-white public service announcements. These were developed in the spring, and at press time, were expected to be distributed to ASFSA director members, along with a turnkey kit with information on getting the ads placed in local media.

In addition, the Association has stepped up its responses to those companies who promote negative stereotypes of school lunches through their advertising campaigns. Letters were sent to several major companies, including Bic Pen Corporation and Weight Watchers. And success comes in baby steps: In one case, Jostens, the high school yearbook company, actually halted distribution of marketing posters that lampooned the cafeteria.



## "MR. SMITH GOES TO WASHINGTON"

Hollywood celebrities frequently trek east to the nation's capital, hoping to build public awareness for pet causes by participating in marches or offering testimony before congressional committees. Public awareness—and political support—are vital goals for ASFSA's grassroots lobbying efforts. And the Association has been able to transform public impression into political clout, most notably during the 1995 block grant debates, in which the words "school lunched" became part of Capitol Hill lingo.

In 1997-98, ASFSA's relationship with Congress —and USDA—has been much smoother, with many positive outcomes.

☆ Senator Tim Johnson (D-S.D.) and Representative Lynn Woolsey (D-Calif.) introduced the Meals for Achievement Act, a proposal that would allow elementary schools to offer a free school breakfast to any child that wants it. Opposition to the program has been predominantly cost-based, and legislators have been clear that they recognize and value the educational philosophy behind the proposal. ASFSA hopes to pass at least a pilot version of the program.

☆ The 26th annual Legislative Action Conference (LAC) saw near-record numbers of attendees. Speakers included James Carville, Senators Johnson and Larry Craig (R-Idaho), USDA Secretary Glickman, Watkins and Representatives Woolsey and Loretta Sanchez (D-Calif.). To help ensure that the legislative buzz stays good, ASFSA held its first PAC (political action committee) reception at this year's LAC. The reception honored those members and friends who have made substantial contributions to the ASFSA PAC, as well as those legislators who support the Association's goals and mission. This built on the success of newly formed PAC Clubs, which debuted at last year's ANC. The Clubs offer a four-tier membership for PAC donations—the highest level, the Statesman, is the most popular, currently boasting some 50 members who have made contributions of $50 or more.

☆ The Administration's reauthorization bill was the first in 20 years that did not include funding cuts. While it did not include all of ASFSA's recommendations—and contains provisions the Association does not support—many aspects of the proposal are in line with ASFSA's *1998 Legislative Issue Paper*. Reauthorization hearings were held by both House and Senate authorizing committees; President Melinda Turner testified on behalf of the Association.

☆ The long-awaited regulations for "any reasonable approaches" to school meal

menu-planning were issued this spring, and on initial analysis seem very positive. USDA provided a generous comment period in reflection of the reauthorization schedule.

☆ When USDA proposed changes to regulations that affect school purchasing practices, ASFSA was at the fore. President Melinda Turner submitted comments that expressed concern about the discouraging effect the proposal could have on industry-operator partnerships to develop new products. ASFSA also persuaded USDA to extend its comment period on these proposed regulations, in order to allow members more time to take a stand on the issue.

### "GLORY"

Are all these public awareness and government affairs efforts paying off? You bet! And their reach extends far beyond initial targets.

For example:

☆ The forging of a positive relationship between ASFSA and USDA not only has resulted in a mostly positive reauthorization bill, but cooperative work on other initiatives, such as the **Serving It Safe** project (*see page 2*) and a predominantly fair "reasonable approaches" regulation.

☆ Active participation in the Child Nutrition Forum (whose members include the National PTA, Food Research and Action Center, National Education Association and Society for Nutrition Education) and joint advocacy with other allied groups, such as the American Dietetics Association and the American Association of School Administrators, helps spread the word about the value of school meal programs. For example, planning is underway on a special school foodservice section to run in an upcoming issue of *School Business Affairs* magazine.

☆ The ASFSA Connection, while initially designed for and targeted to Association members, has expanded to a public Website with helpful information "just for" parents, students and teachers, as well as school foodservice operators. This includes family-size "trial" versions of selected recipes published in *School Foodservice & Nutrition*; student surveys about school breakfast and lunch; tips for field trip food safety; and nutrition education lesson plans.

☆ The Association continues to win awards for its programs and services. Not only did the **Target Your Market** program earn recognition (*see page 3*), but *School Foodservice & Nutrition* was honored by *Association Trends* as one of the best association magazines in its annual awards competition.

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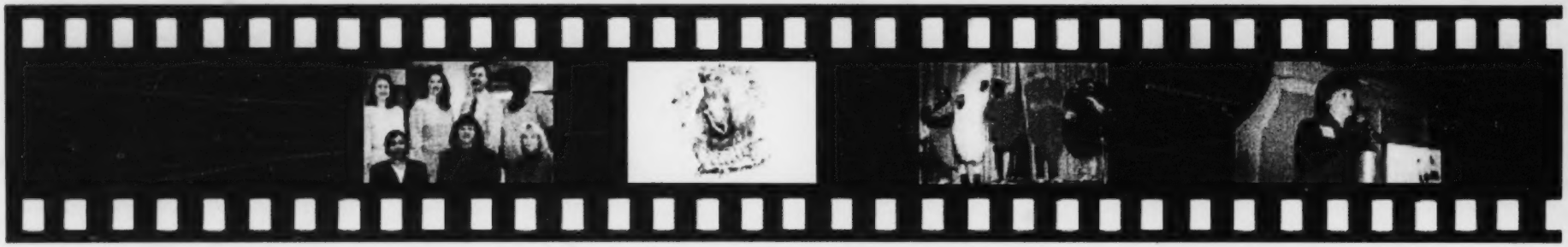


## [EXTRA]"ORDINARY PEOPLE" Membership & Governance

Which group is most important—and powerful—in the movie production chain? Is it the producers? The stars? The directors or writers? No, no, no and no. The *audience* holds the most power in Hollywood.

Take, for example, last year's big flop: "The Postman," directed by and starring Academy Award winner Kevin Costner. Although it was lavishly produced and heavily marketed, movie-goers stayed away in droves—and Costner's clout has slipped a few notches as a result. In contrast, recall "The Full Monty," an inexpensive, amusing British comedy with no recognizable stars—it earned millions; and the people who made it are hot commodities today.

ASFSA's audience is its members—after all, serving their needs is the reason the Association exists at all. All activities in the Strategic Plan and Plan of Action are conceived and developed with members in mind. Sometimes the benefit is tangible (meetings, publications, education programs), while other times members earn an indirect benefit (Capitol Hill advocacy, public relations activities, technology upgrades). Many member services already have been detailed on other pages of this report—following are more 1997-98 achievements and milestones.

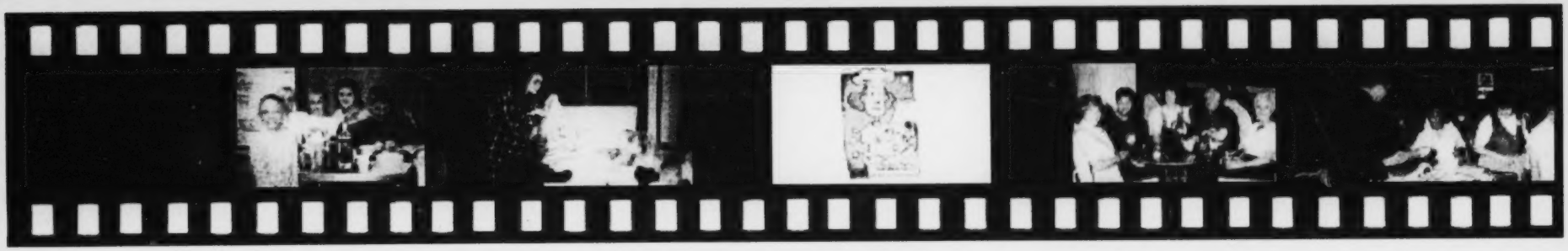
- ASFSA hired an association consultant to assist state affiliates with various management issues. This highly respected former association executive director will provide advice and evaluation.

- Nutrition Advisory Councils (NACs) were on the rise this year. They increased by 32 percent, for a total of 464 chartered NACs. Entries in the 12th annual national art contest also grew—116 works of art from 40 states were submitted for judging. And there were 5 percent more NACs vying for the title of "NAC of the Year" in 1997-98.

- There was also a 19 percent increase in the number of members in ASFSA's STAR Club. This long-term recruitment program recognizes and motivates members who sponsor new members. Today, the Club boasts more than 1,500 "stars"! Meanwhile, this year's "member-get-a-member" campaign, "Charting a Course to Healthy Tomorrows," has brought 3,652 new members (at press time) into the ASFSA fold—thanks to some 1,600 sponsors!

- The Association continues to help states with membership processing. After a successful test pilot in North Carolina and Alaska, ASFSA continues to process applications for these states, as well as for Virginia, with plans to bring more states onboard next year.

- Headquarters computer systems have been upgraded to handle speedy processing of



new membership categories, as approved by last year's House of Delegates.

☆ Commitment from our industry members continues to grow. Not only has the number of industry members (corporate sustaining and individual sustaining) reached an all-time high at 448, but ASFSA also has 29 Patrons.

For several years, ASFSA has worked on revising its 20+-year-old certification program, updating it and adding a credentialing component. The project will be launched at this year's Annual National Conference (ANC). 1998-99 will serve as a transition year for implementation. The first credentialing test is tentatively scheduled to be held in Tampa at ASFSA's Industry Seminar next January. A certification/credentialing specialist has been hired to smooth the transition process.

The revised certification program—and the new credentialing program—not only will provide greater recognition for school nutrition staff by their peers, but also by other professionals in the school and foodservice communities. This reflection of individual achievement will help to improve the skills and knowledge of ASFSA members, enhancing the overall image of the profession.

## "A CHANGE OF SEASONS"

ASFSA's 1995-98 Strategic Plan called for the Association *"to establish an efficient and effective governing structure."* A taskforce comprised of ASFSA leaders has been working for nearly two years to identify key structural issues and make changes that are designed to strengthen the Association for future challenges.

After presenting its initial recommendations at the House of Delegates at last year's ANC in Orlando, the Governance Taskforce reviewed the comments, concerns and responses of state affiliates, crafting a final recommendation that will be voted on in New Orleans this July by this year's House of Delegates. (A comprehensive description of the proposed bylaws changes was published in the March issue of *School Foodservice & Nutrition.*)

The changes address problematic issues that must be resolved for ASFSA to move ahead in its leadership role as the national voice for school nutrition programs. Many of the recommendations will give more members a greater opportunity to participate in the Association's decisionmaking process, while providing ASFSA with an efficient and effective governance structure. If passed, the changes will be implemented slowly over a three-year period. This undertaking is another sign that ASFSA is a healthy and dynamic association that will continue to grow and thrive in the 21st century.

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## "FIELD OF DREAMS" Positioning for the Future

Once upon a time, naysayers said that talking pictures would never replace silent flicks; that color would never replace black-and-white; that certain topics were taboo. But dreamers pushed the envelope—and pushed hard, with visions of a bright future before them.

ASFSA continues to push the envelope, always looking forward, seeking opportunities to improve and advance; searching for new ways to serve its members more effectively; for new ways to serve the nation's children.

In the fall, the Strategic Planning Committee met to develop a new three-year plan, based on extensive research conducted during 1996-97. This research included:

- an external environmental scan that examined the many different factors—demographic, social, education, economic, technology and others—that will affect school meal programs over the next few years;
- a membership survey that solicited input on critical issues facing school foodservice and ASFSA, particularly on perceptions of the Association's most significant strengths, weaknesses, opportunities and threats; and
- smaller focus groups of state and national leaders on the same topic areas.

While a number of new goals, objectives and strategies were developed to direct ASFSA' s work in 1998-01, the vision remains the same: *that healthful school meals and nutrition education are available to all children as an integral part of education.*

This also was a year to assess how current programs and services meet member needs—and determine where ASFSA needs to improve. For example, as noted earlier, *School Foodservice & Nutrition* conducted an independent reader survey last winter. While readers indicated their support of the publication, noting which regular features they found most helpful and what topics they had interest in, they also shared comments about what changes they'd like to see in future issues, including a greater focus on the needs of smaller schools and more articles on the topic of personnel management.

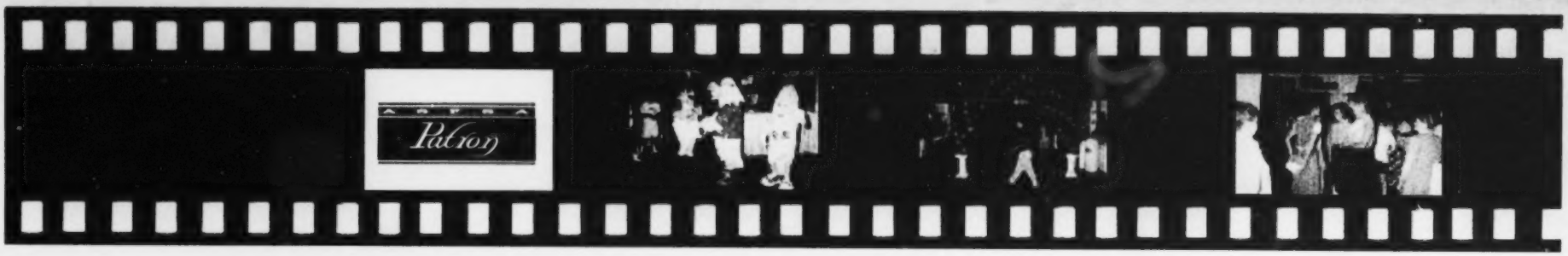
ASFSA also surveyed its members about their needs for ***new*** programs. In the spring, the Association conducted a workplace diversity assessment survey, seeking to learn what impact diversity issues have had on school foodservice operations and explore related challenges faced by directors. This will help ASFSA to develop appropriate support materials. The survey targeted a random nationwide sample of Major City directors and district directors. While most respondents indicated that diversity did not currently have a significant impact on their operations, a majority believed that diversity would continue to increase over the next five years. And three of

every 10 respondents volunteered their names and telephone numbers to participate in future ASFSA research on diversity issues.

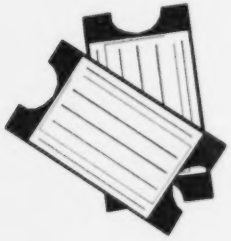
The Association also spent 1997-98 looking at its role in the global community. At last year's Annual National Conference (ANC) in Orlando, ASFSA launched the International Child Nutrition Forum, with 27 participants representing 23 countries.

Also in New Orleans, ASFSA will announce an exciting new partnership with the World Food Programme (WFP) and the School Food Service Foundation. The three partners are **Going Global**, developing a new education program aimed at informing and mobilizing American school children in the area of international hunger. **Going Global** will bring school foodservice professionals together with teachers to partner on classroom and cafeteria activities. Participants will be able to choose from a wide "menu" of program tools (such as posters, maps, videos and interactive project ideas) that will educate school children about the causes of hunger, strategies to combat hunger, the difference between hunger and malnutrition and the effects both have on a child's ability to learn. In addition, Global Hunger Clubs for students will be modeled after ASFSA's successful Nutrition Advisory Councils.

The partnership will tap ASFSA's access to school nutrition professionals, as well as the Foundation's award-winning ability to administer and promote educational programs. The WFP is the world's global logistician, responsible for moving vast quantities of food from areas of surplus to areas of need, and offers insight and international experience and contacts, as well as a United Nations affiliation. ASFSA and the WFP will each contribute $43,000 to the effort; at press time, the Foundation was seeking to identify a corporate sponsor to provide the remaining funds.




## BOX OFFICE RECEIPTS
### Financial Report

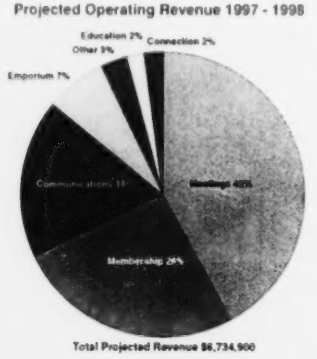


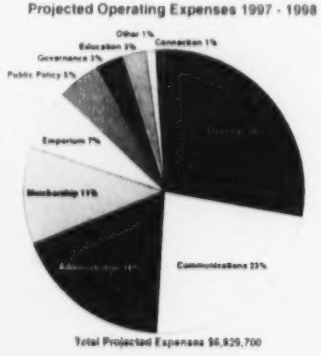
A movie can be a critics' darling, but if it doesn't sell tickets at the box office, it's considered a failure by the studio. Likewise, ASFSA's efforts toward developing quality programs, advocacy and public education are compromised if the Association doesn't generate the revenue to support them or fails to keep their expenses in check. Therefore, ASFSA is pleased to report that the Association has enjoyed a fiscally sound 1997-98.

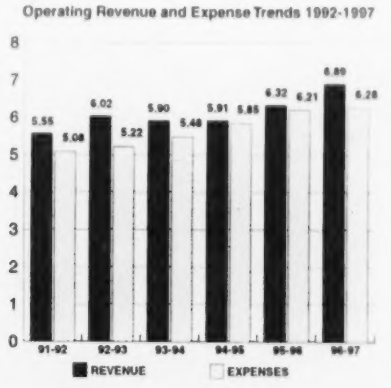
ASFSA relies heavily on non-dues revenue for its operating expenses. Many national associations average a 50-50 split between dues and non-dues income; at ASFSA, however, membership dues account for 22 percent of revenue. This means we require 78 percent of revenue to come from non-dues sources. Revenue from these non-dues sources rose in 1997-98: advertising sales for *School Foodservice & Nutrition* and the ANC *Program Guide* exceeded projections by more than $500,000; exhibit space for ANC 1998 in New Orleans sold out early this spring; list rentals increased for the fourth consecutive year; and National School Breakfast Week product sales rose by nearly $30,000. These increases helped off-set the costs of developing new programs and activities, such as the launch of ASFSA's revised certification and brand-new credentialing programs.

ASFSA also has worked to streamline expenses. Actions such as bringing The ASFSA Connection inhouse, while outsourcing the ASFSA Emporium were just two ways in which the Association decreased expenses in 1997-98. ASFSA looks to industry—especially Patron members and Gem sponsors—to help defray the costs of meeting speakers, educational programs, meal functions and so on.

ASFSA is in a solid position to continue producing top-quality services to its members for years to come.



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## BALANCE SHEET (July 31, 1997 and 1996)

| ASSETS | 1997 | 1996 |
|---|---|---|
| **Current Assets** | | |
| Cash and cash equivalents | $638,671 | $573,514 |
| Investment in marketable securities | 1,980,044 | 1,749,744 |
| Accounts receivable, less allowance for doubtful accounts of $75,000 in 1997 and 1996 | 240,663 | 342,279 |
| Accrued interest | 5,129 | 6,632 |
| Inventories | 0 | 126,635 |
| Prepaid and deferred expenses | 119,894 | 58,662 |
| Due from School Food Service Foundation | 17,975 | 68,145 |
| **Total Current Assets** | 3,002,376 | 2,925,611 |
| **Property and Equipment** | | |
| Furniture, fixtures and equipment | 912,506 | 1,001,025 |
| Less allowances for depreciation | (480,998) | (506,212) |
| | 431,508 | 494,813 |
| **Other Assets** | | |
| Deposits | 1,000 | 1,000 |
| Deferred compensation plans | 66,202 | 47,186 |
| | 67,202 | 48,186 |
| | 3,501,086 | 3,468,610 |

| LIABILITIES AND NET ASSETS | 1997 | 1996 |
|---|---|---|
| **Current Liabilities** | | |
| Accounts payable | $218,648 | $537,346 |
| Accrued expenses | 65,584 | 83,067 |
| Provision for income taxes | 50,960 | 0 |
| Deferred revenue | 980,200 | 966,745 |
| Other liabilities | 0 | 1,551 |
| **Total Current Liabilities** | 1,315,392 | 1,588,709 |
| Deferred Compensation Benefits | 66,202 | 47,186 |
| Accrued Rent Expense | 161,861 | 228,369 |
| **Net Assets** | | |
| Temporarily restricted | 205,559 | 13,803 |
| Unrestricted | 1,752,072 | 1,590,543 |
| | 1,957,631 | 1,604,346 |
| | 3,501,086 | 3,468,610 |

## STATEMENT OF REVENUE AND EXPENSES (July 31, 1997 and 1996)

| | 1997 | 1996 |
|---|---|---|
| **Revenues** | | |
| Administrative | $312,936 | $197,261 |
| Membership | 1,446,936 | 1,395,463 |
| Education | 134,181 | 170,412 |
| Patrons | 135,775 | 120,525 |
| Connection | 111,296 | 0 |
| Communications | 1,484,339 | 1,315,832 |
| Annual National Conference | 2,366,492 | 2,064,692 |
| Industry Seminar | 231,555 | 239,978 |
| Legislative Action Conference | 189,068 | 198,730 |
| Major City Meeting | 51,736 | 51,896 |
| Other meetings | 47,013 | 39,645 |
| Emporium | 372,677 | 517,365 |
| Legislative services | 10,680 | 8,717 |
| **TOTAL REVENUE** | 6,894,684 | 6,320,516 |
| **Expenses** | | |
| Adminstrative | 1,082,473 | 1,131,004 |
| Membership | 540,521 | 531,768 |
| Education | 167,096 | 303,244 |
| Patrons | 135,775 | 120,525 |
| Connection | 74,216 | 0 |
| Communications | 1,439,396 | 1,493,508 |
| Annual National Conference | 1,289,864 | 1,216,070 |
| Industry Seminar | 129,801 | 137,463 |
| Legislative Action Conference | 133,488 | 103,340 |
| Major City Meeting | 33,289 | 13,641 |
| Committees | 47,773 | 49,054 |
| Other meetings | 37,034 | 49,126 |
| Emporium | 550,075 | 516,661 |
| Legislative services | 330,801 | 301,486 |
| Awards program | 16,060 | 10,107 |
| Allied organization activities | 20,075 | 27,863 |
| House of Delegates | 12,965 | 4,438 |
| Executive Board | 239,421 | 200,741 |
| **TOTAL OPERATING EXPENSES** | 6,280,123 | 6,210,039 |
| **Provision for Income Taxes** | (50,960) | 0 |
| Capital expenditures | (165,277) | (163,935) |
| Certification/Credentialing | (26,683) | 0 |
| Membership promotion | (3,333) | 4,100 |
| Strategic planning meeting | (15,023) | 0 |
| 50th Anniversary | 0 | (26,172) |
| **NET DESIGNATED BOARD FUNDS** | (210,316) | (186,007) |
| **CHANGE IN NET ASSETS** | $353,285 | ($75,530) |

## CREDITS
## 1997-98 Executive Board

**President**
Melinda S. Turner
Owsley County Schools
Booneville, Kentucky

**President-Elect**
Martha C. Hill
Boone County Board of Education
Madison, West Virginia

**Vice President**
Phyllis M. Griffith, R.D.
Columbus Public Schools
Columbus, Ohio

**Secretary**
Gaye Lynn MacDonald
Bellingham Public Schools
Bellingham, Washington

**Treasurer**
Danny Seymour
Pittsburgh Public Schools
Pittsburgh, Pennsylvania

**Mideast Regional Director**
Henrietta Moore
Detroit Public Schools
Detroit, Michigan

**State Agency Chair**
Darla Wilson
Oregon Department of Education
Salem, Oregon

**Major City Directors and Supervisors Chair**
Ann R. Terrell
Memphis City Schools
Memphis, Tennessee

**District Directors and Supervisors Chair**
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West Salem School District
West Salem, Wisconsin

**Single Unit Personnel Section Chair**
Paulette Jenkins
William Pitcher Junior High School
Covington, Louisiana

**College Personnel Section Chair**
Deborah Carr, R.D.
National Food Service Management Institute
Hattiesburg, Mississippi

**Industry Representative**
Nancy Giesler
Schreiber Foods, Inc.
Green Bay, Wisconsin

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## 1997-98 Standing Committee Chairs

**Nominating Committee**
Nancy Stiles
Hampton School District
Hampton, New Hampshire

**Public Policy and Legislative Committee**
Mary Kate Harrison
Hillsborough County
Tampa, Florida

**Education Committee**
Donna Wittrock
Denver Public Schools
Denver, Colorado

**Nutrition Committee**
Mary Browning
Fayette County Public Schools
Lexington, Kentucky

**Resolutions and Bylaws Committee**
Don Williams
Douglas County Board of Education
Douglasville, Georgia

**Member Services Committee**
Kathleen Glindmeier
Paradise Valley School District
Phoenix, Arizona



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**Midwest Regional Director**
Mary Begalle, R.D.
Minnesota Department of Children, Families and Learning
St. Paul, Minnesota

**Northeast Regional Director**
Mary Ann Lopez
South Windsor Public Schools
South Windsor, Connecticut

**Northwest Regional Director**
Sharon Worgum
North Thurston School District
Lacey, Washington

**Southeast Regional Director**
Becke Bounds
Lamar County Schools
Purvis, Mississippi

**Southwest Regional Director**
Sandra Ford
Blue Valley Schools
Overland Park, Kansas

**West Regional Director**
Geri Dee
Hacienda La Puente USD
City of Industry, California

**Executive Director**
Barbara S. Borschow, C.A.E.

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Pennsylvania State University
University Park, Pennsylvania

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Schwan Sales Enterprises, Inc.
Marshall, Minnesota

**Marketing Advisory Board**
Shirley Brown
Rich Products
Fresno, California

**1997-98 Foundation President**
Janet H. Bantly, R.D.
School Nutrition Project Coordinator
Brewster, Massachusetts

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# THAT'S A WRAP!

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